



AFNC
AIR FORCE NEGOTIATION
CENTER



U.S. AIR FORCE

AFNC Mission Brief FY16



AFNC Mission

AFNC
AIR FORCE NEGOTIATION
CENTER

*to develop One Air Force Airmen with
adaptive conflict management, negotiation,
and Alternative Dispute Resolution skills to
succeed in the dynamic, global AF mission*



We Teach!



Why Negotiation?



On September 28, 2015 Secretary James directed senior Air Force staff to deliver a vision, making negotiations both an individual as well as “enterprise-wide” capability

Building on the foundational work of the General Counsel and Air University (AU), the AFNC will continue its education mission to meet SECAF’s goal for the One Air Force



SECRETARY OF THE AIR FORCE
WASHINGTON

SEP 28 2015

MEMORANDUM FOR SAF/GC
SAF/MR
AF/A1
AETC/CC
AU/CC
AF/A3

SUBJECT: Air Force Negotiation Center Initiative

In April 2015, I directed SAF/GC to update me on the way ahead regarding the Air Force Negotiation Center (AFNC). In response, SAF/GC, reflecting the AU Transformation plan, provided a vision to make negotiations an Air Force enterprise-wide capability. I fully endorse the SAF/GC vision and direct SAF/GC, SAF/MR, AF/A1 and AF/A3 work to:

a. Support the AU/CC’s transformation objective to reach more Airmen more fully and deeply by ensuring (a) core negotiations instruction in all Professional Military Education as well as plans for further expansions in appropriate civilian developmental education and training and (b) negotiation electives are available to more deeply develop the competence. Complete this effort by 30 October 2015.

b. Support AU/CC and AETC to achieve another transformation objective—delivering appropriate cross-cultural negotiation training for deploying Airmen through Expeditionary Readiness Programs. Request an update by 1 April 2016.

c. Leverage AU/CC’s transformation initiative of being more responsive to AF-directed research by supporting AFNC’s collaboration with AF/IA and other agencies to develop the tools and training needed to make negotiations an enterprise capability.

d. Institutionalize the AFNC’s mission of negotiations as both an individual and an enterprise-wide capability. With the AETC/CC, build me a FY17 President’s Budget submission and a FY18 POM submission with sustainment, providing the AFNC their needed mission resources. As part of the POM, request Career Field Managers identify resources needed to deliver development opportunities that would benefit from negotiation training. Request an update by 15 December 2015.

I firmly believe this effort will prepare all Airmen to be even better problem-solvers in an ever more diverse global operating environment.


Deborah Lee James



Why Negotiation?



The Air Force designates Negotiation as a leadership skill:

- AFDD 1-1, Nov 2011, “Leadership and Force Development”
 - *Fostering collaborative relationships through building teams and coalitions, especially within a large organization, and negotiating with others, often external to the organization, becomes a necessary competence. (page 30)*
- AFDD 1-1 considers negotiating a “Leading People” competency for *fostering collaborative relationships* (page 56)
- Supported by other DOD, AF and AU documents
- Feedback from users is overwhelming – we need this!
 - One of AU’s highest rated programs
 - Consistent repeat invites to conduct seminars, etc.



Negotiation Education



Since 2005, AU has supported negotiation education

- Foundational Professional Military Education
SOC, ACSC, and AWC Core and elective offerings
- Grew over time to all levels of PME

Consistent model from Airman to Four-Star
Foundational *Practical Guide to Negotiation*

Theory-based, application-driven
Cross-cultural and interagency focus

- Supports Professional Continuing Education

Broad success stories

Classic Instructional Systems Design approach

Small organization with big impact

Target is an enterprise capability

Negotiation is a leadership tool to that tackles
the challenges of a diverse environment

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Practical Guide to Negotiating in the Military

(2nd edition)

"Let us never negotiate out of fear. But, let us never fear to negotiate."

John F Kennedy



"In today's DOD environment, your span of authority is often less than your span of responsibility. In short, you are charged with mission success while working with people you have no direct authority over."

Dr Stefan Eisen

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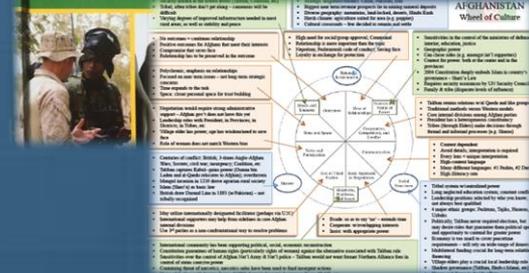
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What We Do?



Edited by ROBERT GREENE SANDS
and ALLISON GREENE SANDS
**CROSS-CULTURAL COMPETENCE
FOR A TWENTY-FIRST-CENTURY
MILITARY**
Culture, the Flipside of COIN



Teach

AU Professional
Education processes
Negotiations and
ADR

Outreach

Support to the AF
And other agencies

Research

Student and
Faculty

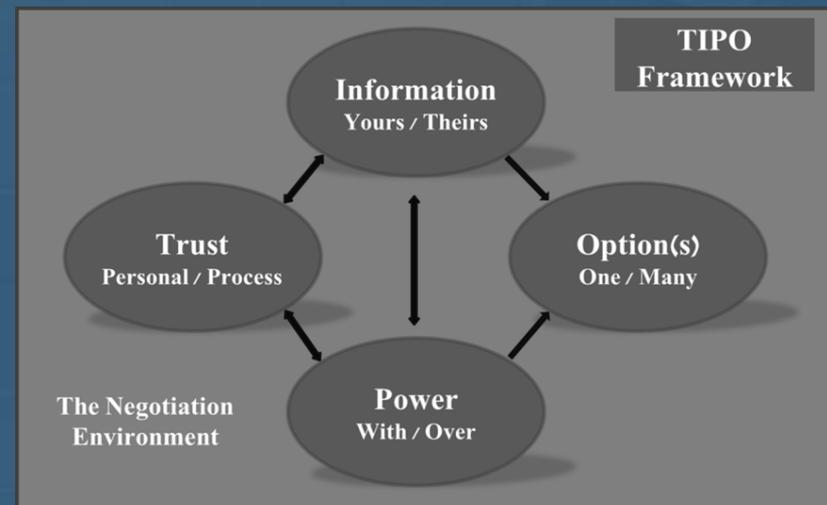
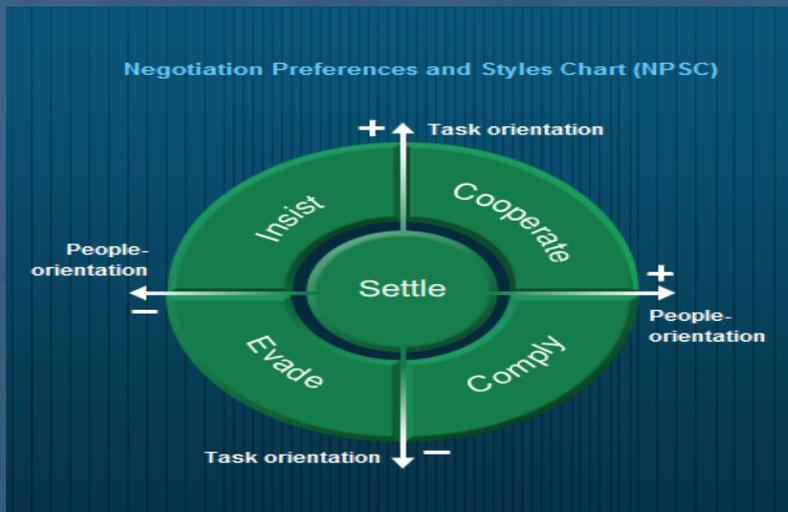


What do We Teach? Adapted a Classic: Interest-Based Negotiations (IBN)



Negotiation theory and application for military learners

- The Trust, Information, Power, and Options Model (TIPO)
 - The AFNC developed this model for the tactical, operational, and strategic military environment. Provides a quick framing and analysis baseline for strategy selection
- The Negotiation Preferences and Styles Chart (NPSC)
 - The AFNC adapted the NPSC from the classic business / diplomatic models
 - Military Context: All FIVE Styles have their place in military negotiations
 - Based on analysis of positions and interests of all parties





Online Course Examples



DEFENSE LANGUAGE AND NATIONAL SECURITY EDUCATION OFFICE
DLNSEO

AIR FORCE NEGOTIATION CENTER OF EXCELLENCE

CROSS CULTURAL NEGOTIATION

<http://jko.jten.mil/>

Search: Negotiations

"A Practical Guide to Negotiating in the Military"
by AIR FORCE NEGOTIATION CENTER OF EXCELLENCE

USAF Culture and Language Center

EXIT

Course Introduction > Course Introduction

COURSE INTRODUCTION

Text Description of Image or Animation

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Contact Us?



- The AFNC team teaches a key Air Force leadership skill
- Where are we located?
 - We are located at Maxwell Air Force Base
 - We are assigned to the Air University
- We are a small, experienced, and professional team
 - Wide Reach
 - Cost Efficient
- See our Web Site at <http://culture.af.mil/NCE/>
- Reach-back? Yes! stefan.eisen@us.af.mil henry.finn@us.af.mil
paul.firman.1@us.af.mil david.omeara.1.ctr@us.af.mil

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